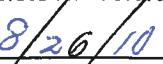


1. PLANNING GRANT APPLICATION FORM

Applicant (Agency & address - including zip)		Proposed Date of Completion: 12/1/12	
		Grant Amount Requested: \$ 450,000	
Check one City of Corcoran Community Development Department 832 Whitley Avenue Corcoran, CA 93212		City	X
		County	
		MPO	
		COG	
		RTPA	
		JPA	
		Joint Proposal	
If Joint Proposal, list participating entities/ contact person:			
Lead Applicant's Name: Susan Atkins, Community Development Director			
Title of Proposal (summarize the deliverable to be funded by this grant) City of Corcoran General Plan Update			
Applicant's Representative Authorized in Resolution Name: Susan Atkins Title: Community Development Director Phone: 559-992-2151 ext. 230 Email: susan.atkins@cityofcorcoran.com		Person with Day to Day Responsibility for Plan (if different from Authorized Representative) Name: Title: Phone: Email:	
<i>Check all of the following that are incorporated or applicable to the proposal:</i>			
Focus Area		Program Objectives	
<input checked="" type="checkbox"/> Focus Area # 1 <input type="checkbox"/> Focus Area # 2 <input type="checkbox"/> Focus Area # 3	<input checked="" type="checkbox"/> Applying for 20% EDC set aside		
	<input checked="" type="checkbox"/> Improve air and water quality		
	<input checked="" type="checkbox"/> Promote public health		
Eligibility Requirements (mandatory)		<input checked="" type="checkbox"/> Promote equity	
<input checked="" type="checkbox"/> Consistent with State Planning Priorities		<input checked="" type="checkbox"/> Increase affordable housing	
<input checked="" type="checkbox"/> Reduces GHG emissions on a permanent basis		<input checked="" type="checkbox"/> Increase infill and compact development	
<input checked="" type="checkbox"/> Collaboration requirement		<input checked="" type="checkbox"/> Revitalize urban and community centers	
Priority Considerations		<input checked="" type="checkbox"/> Protect natural resources and agricultural lands	
<input checked="" type="checkbox"/> Demonstrates collaboration & community involvement		<input checked="" type="checkbox"/> Reduce automobile usage and fuel consumption	
<input checked="" type="checkbox"/> Addresses climate change impacts		<input checked="" type="checkbox"/> Improve infrastructure systems	
<input checked="" type="checkbox"/> Serves as best practices		<input checked="" type="checkbox"/> Promote water conservation	
<input checked="" type="checkbox"/> Leverages additional resources		<input checked="" type="checkbox"/> Promote energy efficiency and conservation	
<input checked="" type="checkbox"/> Serves an economically disadvantaged community		<input checked="" type="checkbox"/> Strengthen the economy	
I certify that the information contained in this plan application, including required attachments, is complete and accurate			
Signature: 		Date 	
Applicant's Authorized Representative as shown in Resolution			
Print Name and Title:			

2. PROPOSAL SUMMARY STATEMENT

Corcoran is the third largest city in Kings County, and has experienced rapid growth over the past 20 years. From 1990 to 2010, Corcoran's population increased by over 50 percent. Over the next 20 years, Kings County's population is expected to grow by over 60 percent. It is therefore critical for Corcoran to plan now to accommodate growth in a sustainable manner. The General Plan Update will need to ensure that future growth strengthens Corcoran's downtown and revitalizes existing neighborhoods. The General Plan Update will also need to facilitate infill development in a manner that reduces reliance on the automobile, supports public transportation, and reduces greenhouse gas emissions. The General Plan Update will help to ensure that future growth and infill development in Corcoran is compatible with the city's existing small town character. The General Plan Update will be a model for implementing smart growth in California's small towns and promoting sustainable development in a rural setting.

Corcoran is an extremely diverse community, with a population that is over 70 percent Hispanic. With an estimated median household income of \$35,340, Corcoran also qualifies as a "severely disadvantaged community." Approximately 17 percent of households in Corcoran are "extremely low-income," earning less than 30 percent of the Area Median Income (AMI). The General Plan Update therefore represents a valuable opportunity to ensure that all Corcoran residents, including ethnic minorities and economically disadvantaged persons, have a voice in planning for the future of their community. The General Plan Update will help to promote equity, empower residents, and ensure that all stakeholders benefit from sustainable growth in Corcoran over the next 20 years.

The General Plan Update will provide an opportunity for Corcoran to make its General Plan consistent with the approved development scenario in the San Joaquin Valley Blueprint. This development scenario calls for the concentration of new growth within existing urban areas in order to strengthen existing communities and protect valuable natural resources. To implement the approved development scenario, Corcoran will need to adjust its land use regulations and establish effective strategies to facilitate infill development. The General Plan Update will also need to identify policies and programs to ensure that additional development and density improves residents' quality of life and strengthens Corcoran's small town character. Corcoran's General Plan Update will serve as a model for other communities in the Central Valley as they implement the Valley Blueprint at the local level.

The General Plan Update will utilize a number of innovative tools that will be available for use by other communities preparing general plan updates. Early in the process, the project team will prepare a Sustainability Scorecard that evaluates and measures existing levels of sustainability in Corcoran. This Sustainability Scorecard will help to educate the public, identify key issues, and guide public discussion of options for the General Plan Update. The Sustainability Scorecard will also establish benchmark metrics from which to measure future progress in achieving sustainability goals. The General Plan Update will also feature an innovative process that utilizes the contributions of community groups to augment the efforts of City staff and consultants. By assisting with the collection of background information, verifying the accuracy of existing data, and facilitating public outreach efforts, community members will feel a sense of ownership over the General Plan Update and help to ensure that the Plan reflects the needs and goals of all stakeholders within the community. This approach could be replicated by other communities for their General Plan Updates and other planning projects.

3. PROPOSAL DESCRIPTION

A. *Threshold Requirements*

1. Consistency with Planning Priorities

The General Plan Update will establish a policy framework to encourage infill development in Corcoran over the next 20 years. The Update will identify key areas where infill is desired, and establish clear actions that the City will take to facilitate appropriate development in these areas. Key infill areas will be located within and near to Corcoran's downtown and to other areas currently served by existing infrastructure and services. The General Plan Update will encourage development patterns that support transit and non-motorized forms of transportation. By establishing strong policies for more intensive development within urbanized areas, the General Plan Update will protect valuable agricultural lands and sensitive natural resources.

The General Plan Update will focus on planning for the future of all Corcoran residents, including residents in historically underserved areas. Through a robust public outreach process, residents who have typically not participated in City affairs will have a clear voice in planning for the future of their community. The General Plan Update will promote equity by ensuring that the City's goals, policies, and actions reflect the needs and desires of all of Corcoran's residents.

2. Reduction of Greenhouse Gas Emissions

The General Plan Update will contain goals, policies, and actions to reduce Corcoran's greenhouse gas emissions in a manner consistent with California's Global Warming Solutions Act of 2006. Ways in which the City could reduce greenhouse gas emissions include requiring energy efficient buildings, incentivizing the use of renewable sources of energy, supporting the use of public transportation, reducing solid waste, encouraging the consumption of locally produced food, and other strategies that are appropriate for Corcoran. The General Plan Update will identify a baseline greenhouse gas inventory and contain a target for greenhouse gas reductions through 2020 and 2030. The General Plan Update will also establish indicators for the City to measure and monitor the effectiveness of policies and programs to reduce greenhouse gas emissions over time.

Kings County Association of Governments (KCAG) is applying for a Sustainable Communities grant to prepare a countywide Climate Action Plan (CAP). If KCAG is awarded this grant, Corcoran will be an active participant in the CAP process, and the General Plan Update will be carefully integrated with the greenhouse gas reduction strategies identified in the countywide CAP. In particular, the land use map in the General Plan Update will allow for infill development to support greenhouse gas reductions resulting from reduced vehicle miles traveled and increased use of transit and non-motorized forms of transportation. In addition, all policies and actions in the General Plan relating to energy conservation, municipal operations, green building, waste management, and other greenhouse gas reduction strategies will be consistent with the countywide CAP.

3. Collaboration

The General Plan Update will provide an opportunity for Corcoran to locally implement the vision for sustainable development in the Central Valley established by the San Joaquin Valley Blueprint process.

Within Kings County, this vision calls for focused growth within existing urban areas, increased infill development, greater housing choices, increased mixed-use development, expanded public transportation, and agricultural preservation. The approved Valley Blueprint development scenario (Scenario B+) calls for almost doubling average density in urbanized King County to 7.4 units per acre. The General Plan Update will enable Corcoran to modify its land use regulations to be consistent with this development scenario and generally advance the vision and guiding principles established by the Valley Blueprint process.

As described in Section 3.A.2 above, the General Plan Update will be integrated and consistent with the Kings County CAP, if prepared. The General Plan Update will also be consistent with other county planning efforts, including the countywide Housing Element and the Regional Transportation Plan. Jurisdictions within Kings County have a strong tradition of effective collaboration on planning matters, exemplified by the recent Housing Element Update prepared jointly by the County and all cities within the county. Corcoran's General Plan Update will continue this tradition of collaboration by involving regional stakeholders in the Update process and implementing regional goals in a manner that reflects the unique needs of local residents. A letter from KCAG stating that the General Plan Update will be consistent with the region's goals is included in Section 6 of this grant application.

B. Program Objectives

The Corcoran General Plan Update will involve a comprehensive review of all City policies and programs relating to sustainability. As such, the Update will achieve all twelve objectives of the Sustainable Communities grant program. Table 1 below identifies potential strategies to achieve these objectives, and potential key indicators to measure the effectiveness of these strategies over time. A complete list of all potential indicators is provided in Section 4.C of this grant application. As the General Plan Update will be a community-driven process, the specific strategies to achieve the objectives will not be finalized until the completion of the Plan. Strategies and indicators contained in the Plan will likely include many of those in Table 1, as well as additional approaches identified and developed as part of the planning process.

Table 1: Potential Strategies and Indicators to Achieve Program Objectives

Objective	Strategies	Indicators
Improve Air and Water Quality	<ul style="list-style-type: none"> • Promote infill development to reduce vehicle miles travelled • Promote energy produced from clean, renewable sources • Require buffers from significant emission sources • Require buffers around streams and other water buffers • Minimize impervious surfaces • Increase on-site catchment and infiltration of stormwater • Promote use of bioswales and other bio- 	<ul style="list-style-type: none"> • Number of days of non-attainment for criteria pollutants for which the region is a non-attainment area • Total volume of toxic air contaminant (TAC) emitted annually in the city • Incidence of asthma among residents • Number of bad air days • Percentage of residents commuting by public transportation, walking or bicycling • Percentage of the city's energy that is produced from clean, renewable sources • Percentage of residents who live within ½

Objective	Strategies	Indicators
	<ul style="list-style-type: none"> filtration systems • Increase the number of trees planted on public and private property • Require increased street trees and landscaping in parking lots • Enforce Best Management Practices to reduce the discharge of toxic materials into the City's sanitary sewer and stormwater collection system • Promote the use of less toxic household and commercial cleaning materials 	<ul style="list-style-type: none"> mile radius of a significant emissions source • Number of cars registered in the city that are alternatively fueled • Percentage of permeable land area in the city • Number of street trees • Quantity of toxic materials discharged into the City's sanitary sewer and stormwater collection system
Promote Public Health	<ul style="list-style-type: none"> • Plan for bike paths and sidewalks • Improve walkability and connectivity. • Increase access to healthy food. • Require new subdivisions to be well connected to existing development • Improve the ability of children to walk to school • Increase transportation options • Improve access to nutritious foods 	<ul style="list-style-type: none"> • Percentage of residents who are obese • Number of deaths in the city attributable to obesity-related conditions • Infant mortality rate • Percentage of households within 1/2 mile of a grocery store, produce market, farmers' market, or community garden • Density of healthy food providers • Number of new fast food restaurants, liquor stores, and convenience stores • Density of fast food restaurants • Number of community gardens
Promote Equity	<ul style="list-style-type: none"> • Work with non-profit organizations to expand workforce training and job-placement programs • Establish and promote micro-enterprise business development services • Establish a community learning center • Work with the local chamber of commerce to establish a local mentorship and apprenticeship program • Promote green collar jobs for all education levels • Expand transportation options for large transit-dependent population 	<ul style="list-style-type: none"> • Spatial concentration of low-income households • High school graduation rates of low-income residents • High school graduation rates of Hispanics and other ethnic minorities • Inequality of wealth distribution (Gini coefficient) • Percentage of residents living below the federal poverty threshold • Percentage of Hispanics and other ethnic minorities living below the federal poverty threshold • Percentage of households receiving Food Stamp benefits
Increase Housing Affordability	<ul style="list-style-type: none"> • Expand the supply of vacant land zoned to allow multi-family housing • Expedite permitting process for affordable housing projects • Facilitate consolidation of adjacent parcels 	<ul style="list-style-type: none"> • Percentage of residents who can afford to purchase a median-priced home • Percentage of households with housing costs greater than 35 percent of income • Percentage of new housing that is affordable

Objective	Strategies	Indicators
	<p>for affordable housing projects</p> <ul style="list-style-type: none"> • Continue to promote the City's First Time Homebuyer Program, Redevelopment Agency (RDA) Closing Costs Assistance Program, and Purchase and Rehabilitation Homeownership Program • Facilitate the development of farmworker housing • Preserve affordable housing at risk of conversion to market rate 	<p>to very low-, low- and moderate-income households</p> <ul style="list-style-type: none"> • Ratio of jobs to housing units within city • New or rehabilitated affordable units for seniors, the disabled and other special needs groups as a percentage of all new or rehabilitated affordable housing development • Number of home foreclosures
Promote Infill and Compact Development	<ul style="list-style-type: none"> • Focused public investment in infill priority areas • Implement a parcel assembly program and strategic land banking • Limit the supply of land available for development in non-infill areas • Sponsor infill demonstration projects • Allow for small single-family lots • Ensure that development standards, such as parking requirements and high limits, support infill development • Provide expedited permitting processes for infill development • Increase allowable densities and intensity in key infill areas • Provide incentives, such as density bonuses, in key infill areas • Allow multifamily housing and mixed use development by right • Establish clear design standards to ensure infill development is compatible with adjacent neighborhoods 	<ul style="list-style-type: none"> • Number of vacant or underutilized properties • Number of development applications received for properties within infill areas • Average residential density • Number of second units • Percentage of land dedicated to roads and parking • Percent of infrastructure improvement funds utilized for projects in infill areas • Supply of land available for development in outlying areas. • Average length of time to approve a multi-family or mixed use development project • Number of dwelling units located downtown or within $\frac{1}{2}$ mile of downtown • Number of jobs located downtown or within $\frac{1}{2}$ mile of downtown
Revitalize Urban and Community Centers	<ul style="list-style-type: none"> • Revitalize blighted areas near to downtown • Focus infrastructure improvements on downtown and distressed neighborhoods • Reduce or waive development impact fees for project downtown or in distressed neighborhoods • Utilize CBDG funds for neighborhood revitalize programs • Establish a neighborhood liaison group to address neighborhood crime and safety issues 	<ul style="list-style-type: none"> • Vacancy rates downtown • Number of vacant lots within the city • Number of vacant structures within the city • Number of homes rehabilitated • Number of reported crimes per resident • Number of residents enrolled in recreational programs

Objective	Strategies	Indicators
	<ul style="list-style-type: none"> • Expand youth and adult recreation programs • Facilitate the development of vacant lots • Support the efforts of non-profit organizations engaged in community development programs 	
Protect Natural Resources and Agricultural Land	<ul style="list-style-type: none"> • Restrict the urbanization of agricultural land in sphere of influence • Utilize native plants on City-owned and controlled property • Encourage the use of native plants in landscaping on private property • Permanently protect existing open space within the sphere of influence • Promote clustered development and other techniques to preserve open space as part of development projects 	<ul style="list-style-type: none"> • Acreage of land in agricultural operations within sphere of influence • Acreage of land in Williamson Act contracts within sphere of influence • Number of acres of protected open space within sphere of influence • Proximity of urban development to identified sensitive species habitats • Acres of habitat restored • Acreage of parkland and open space per 1,000 residents • Percentage of native plants in new landscaped areas
Reduce Automobile Use and Fuel Consumption	<ul style="list-style-type: none"> • Create jobs within walking distance of residential areas • Expand bicycle parking facilities • Require large employers to provide shower facilities • Provide additional sidewalks and bicycle facilities • Work with large employers to implement TDM programs • Reduce on-site parking requirements • Require that parking spaces be separately sold or leased from multi-family dwelling units or commercial space • Offer a density bonus and/or other incentives for projects that encourage alternative modes of transportation • Provide additional goods and services in Corcoran. • Reduce need to drive to other communities. • Provide additional goods and services near neighborhoods that don't compete with Downtown • Increase ability for kids to walk or ride bikes to school 	<ul style="list-style-type: none"> • Vehicle miles traveled per capita • Average commute time of residents • Percentage of residents commuting to work in single-occupancy vehicles • Percentage of residents commuting to work using non-motorized forms of transportation • Percentage of dwelling units located within $\frac{1}{4}$ mile of a transit stop • Percentage of jobs located within $\frac{1}{4}$ mile of a transit stop • Percentage of school children who walk, bicycle, ride the bus or carpool to and from school • Annual ridership on local and regional bus lines • Percentage of total miles of city arterial streets that have bike lanes and sidewalks

Objective	Strategies	Indicators
Improve Infrastructure Systems	<ul style="list-style-type: none"> • Water supply • Identify specific water, wastewater, and stormdrain infrastructure improvements needed to accommodate infill development in key areas • Target roadway improvements in key infill areas • Install pedestrian amenities in key infill areas • Create a detailed plan for additional sidewalks and bikepaths 	<ul style="list-style-type: none"> • Percentage of total miles of city arterial streets that have bike lanes and sidewalks
Promote Water Conservation	<ul style="list-style-type: none"> • Establish a partnership with local water providers to encourage the use of recycled water • Require the use of drought-tolerant landscaping on City property • Encourage the use of drought-tolerant landscaping on private property • Provide incentives for the installation of water conserving features in new construction 	<ul style="list-style-type: none"> • Per capita water use • Total citywide water use • Percent locally-obtained potable water as a percentage of all water used • Recycled water use • Total citywide generation of wastewater • Percentage of new or replaced landscaped area planted with native and drought-resistant plants
Promote Energy Efficiency and Conservation	<ul style="list-style-type: none"> • Establish incentives for green building • Promote on-site production of energy through photovoltaic systems and wind turbines. • Create jobs within walking distance of downtown • Provide public outreach on incentives and programs to increase energy efficiency and conservation 	<ul style="list-style-type: none"> • Per capita energy use • Number of properties with photovoltaic systems or wind energy generation systems • Number of new commercial, civic and residential buildings incorporating solar-oriented design or solar panels • Total citywide GHG emissions • Percentage of new construction and substantial-rehabilitation that is certified by the U.S. Building Council's Leadership in Energy and Environmental Design (LEED) rating system
Strengthen the Economy	<ul style="list-style-type: none"> • Attract new businesses providing high wage jobs • Create a citywide marketing program • Support existing business retention and expansion • Ensure properly zoned land to accommodate targeted businesses and industries • Ensure adequate infrastructure and services to support economic growth • Support locally-owned and operated businesses 	<ul style="list-style-type: none"> • Citywide vacancy rate for commercial properties • Unemployment rate • Number of new jobs created per year • Number of new businesses formed annually • Annual reinvestment in the community by businesses • Percentage of residents employed in the city • Mean income of residents of historically-disadvantaged communities

Objective	Strategies	Indicators
	<ul style="list-style-type: none"> • Increase housing in and around downtown to support downtown businesses 	

The potential indicators identified in Table 1 above will be used to guide the preparation of the General Plan Update, not just to measure the future effectiveness of strategies contained in the Plan. As described in the attached work program, the project team will prepare a “Sustainability Scorecard” early in the General Plan Update process to assess the extent to which Corcoran is currently achieving sustainability objectives. This Sustainability Scorecard will establish benchmark measurements to guide the development of new policies and programs during the General Plan Update. The Sustainability Scorecard will also establish metrics from which to measure the effectiveness of the Plan in meeting program objectives. The findings of the Sustainability Scorecard will be summarized in an Issues and Options Report to guide public discussion of key issues and options for the General Plan Update and the creation of a vision statement for Corcoran over the next 20 years. The Sustainability Scorecard will be a valuable tool to educate the public, identify priorities, and guide the public decision-making for the General Plan Update. The Sustainability Scorecard will also be an innovative planning tool available for use by other communities wishing to promote sustainability goals.

C. Priority Considerations

1. Stakeholder Collaboration and Community Involvement

The General Plan Update will be a highly collaborative effort involving partnerships with a variety of public and private stakeholders. As described in Section C.3 below, a number of local and regional entities will actively participate in gathering background information, conducting outreach, and soliciting public outreach for the project. In this way, the General Plan Update will be a model for other communities interested in promoting stakeholder collaboration and community involvement as part of a planning process. The City of Corcoran Community Development Department will coordinate all participants assisting with the General Plan Update, assisted by the consulting firm Design, Community & Environment (DC&E). DC&E will serve as the City’s lead consultant for the project, with additional subconsultants to provide technical air quality, noise, and traffic services.

A detailed public participation plan will ensure broad and meaningful public participation in the General Plan Update. The project team will employ a variety of outreach methods to ensure that all stakeholders and residents have an opportunity to participate in the process. Of particular importance will be reaching residents, who have not historically participated in City planning efforts. To reach these residents the project team will work closely with community leaders and organizations to utilize existing social networks to advertise meetings and solicit input. As described in the attached Work Plan, the project will include a number of Spanish-language meetings to ensure that Spanish-speaking members of the Hispanic community can participate fully in the process. In addition to public workshops and meetings open to all residents, the City will establish a Citizens Advisory Committee (CAC) to help guide the process. The CAC will represent all major stakeholders within the city, including low-income residents, Hispanics, youth, and seniors. The CAC will help to ensure that a diversity of perspectives is considered as part of the

General Plan Update, and that the General Plan Update promotes sustainability objectives in a manner consistent with community values and priorities.

2. Strategies and Outcomes to Serve as Best Practices

The Corcoran General Plan Update will serve as a model for other Central Valley communities wishing to locally implement the Valley Blueprint and promote sustainable patterns of development. The Update will identify a process by which the preferred growth scenario can be translated into local land use regulations in a manner consistent with both regional goals and local values. In addition, the Corcoran General Plan Update will serve as a model for smart growth in small rural communities. The Update will feature best practices relating to data collection, analysis, and policies that can be utilized by other similar communities in the Central Valley and other primarily rural areas of the State. In particular, the Update will identify forms of infill development and higher density housing types that are appropriate for a small town that wishes to accommodate infill development yet maintain its small town character. The Update will also identify a menu of policy options available to small towns with limited resources to reduce greenhouse gas emissions and promote a more sustainable lifestyle for its residents.

The project team will work with the Great Valley Center and other groups involved in the Valley Blueprint project to include information about the General Plan Update in the Valley Blueprint implementation toolkit currently being developed. Through this vehicle, best practices from the Update will be made available to all communities throughout the State, and particularly to communities that participated in the Valley Blueprint project. Project information and best practices will also be shared through existing KCAG communication channels, including monthly meetings to discuss planning activities in the county. As mentioned above, KCAG has a strong tradition of collaboration and sharing information; this tradition will help to ensure that tools and techniques utilized for the Corcoran General Plan Update are made available to other communities engaged in similar planning efforts.

3. Leveraged Resources

The City of Corcoran will contribute \$100,000 this fiscal year to the General Plan Update. The City will contribute additional funds to the project in subsequent years. City funds will be used to prepare an Environmental Impact Report for the General Plan Update.

The City will also utilize in-kind services, volunteer effort, and donated labor from a number of local organizations as part of the General Plan Update. These local organizations include the Corcoran Chamber of Commerce, the Rotary Club, Corcoran High School, the Corcoran Community Foundation, and the MECHA Program, which promotes the community's Hispanic heritage. These organizations will assist by collecting background information, verifying the accuracy of data, and presenting General Plan Update information to their members. For example, volunteers from Corcoran High School could collect information on existing sidewalks and bike paths within the city. Volunteers from the MECHA Programs could assist with outreach to Spanish-speaking residents. Members of the Chamber of Commerce could help design and administer a survey of business owners to identify potential strategies to support job creation. Contributions from local organizations and their members will provide the City with valuable services and enhance a sense of community ownership over the General Plan Update.

4. Climate Change Impacts

Climate change is expected to impact Corcoran residents by increasing the frequency and severity of floods, fires, and drought. Impacts from climate change on agricultural operations in Kings County would also directly affect Corcoran residents and businesses. As discussed throughout this grant application, the General Plan Update will include a variety of strategies to reduce Corcoran's greenhouse gas emissions and minimize the community's contribution to global climate change.

5. Economically Disadvantaged Community

Corcoran qualifies as a "severely disadvantaged community." According to 2006-2008 Census estimates, Corcoran's median income was \$35,340, which is 58 percent of the statewide average of \$61,514. Corcoran is also home to a relatively high percentage of extremely low-income households (17 percent), which are households earning less than 30 percent of the Area Median Income (AMI).

Meaningful participation of economically disadvantaged residents will be a critical component of the General Plan Update. Outreach efforts will specifically target these residents to ensure that they are aware of the Update process. We will work with local service providers, such as the Kings County Housing Authority, the County public health department, Self-Help Enterprises of Visalia, and the Corcoran Community Foundation to disseminate information about the Update. As part of our Issues Identification task, we will ask economically disadvantaged residents to identify the issues that are most important to them. These issues may include access to jobs, affordable housing, childcare, goods and services, transportation, exposure to hazards, and safety. During the Land Use Alternatives task we will identify best ways for infill development to expand opportunities and improve the quality of life for economically disadvantaged residents.

As Corcoran residents are approximately 70 percent Hispanic, Spanish-language outreach will be an important part of the General Plan Update. All outreach materials will be prepared in English and Spanish. Spanish-language facilitators will be provided at all workshops. We will form strategic partnerships with Hispanic leaders and organizations within the community to facilitate the participation of this segment of the population in the General Plan Update.

D. Organizational Capacity

1. Relevant Experience

The General Plan Update will be managed by the City of Corcoran Community Development Department. Department staff has recent experience preparing General Plan elements, including a recent update to Corcoran's Air Quality Element. Department staff also recently prepared a Housing Element Update in partnership with the County and other cities in Kings County.

If awarded a grant, the City will work with the consultant Design, Community & Environment (DC&E) to update the General Plan. DC&E has prepared General Plans for dozens of communities throughout California and is an acknowledged leader in the field. A guiding principle of DC&E's General Plans is a commitment to environmental sustainability. For example, DC&E recently completed an award-winning General Plan Update for the City of San Carlos, which included a new Environmental Management Ele-

ment to promote sustainability goals within the community. DC&E also has extensive experience incorporating strong implementation measures and action plans in General Plans. The Butte County General Plan, for example, contains a detailed action plan similar to the Implementation Element proposed as part of the Corcoran General Plan Update. DC&E has also developed indicators to measure the progress and effectiveness of General Plan actions, and has identified specific strategies to reduce greenhouse gas emissions as part of General Plans, Specific Plans, Sustainability Action Plans, and Climate Action Plans. Lastly, DC&E offers award-winning public participation and outreach experience, particularly relating to the participation of economically disadvantaged residents. A complete description of DC&E's experience relevant to the Corcoran General Plan Update is provided in Section 8 of this grant application.

2. Active Partners

See Section C.3 above (Leveraged Resources).

3. Schedule and Budget

The General Plan Update will be completed approximately two years after project initiation. The City of Corcoran will carefully manage the General Plan Update to ensure that the project is completed on schedule and within budget. The City will work closely with DC&E to establish a detailed project schedule at the beginning of the project. This schedule will identify project tasks, products, and meetings. Adequate time for staff review of DC&E products will be provided, as well as sufficient time for public review and comments on draft materials. The schedule will be realistic and allow for flexibility to respond to unanticipated issues and adjust approach, if needed.

DC&E has extensive experience preparing similar General Plan Updates on schedule and within budget. As mentioned in Section 3.C.1 above, DC&E has prepared dozens of General Plans for communities throughout California. DC&E has developed effective systems for providing high quality work for many grant-funded projects with strict timelines and constrained budget. To ensure that the General Plan Update is completed on budget, DC&E guarantees that the contracted scope of work is completed for the identified fee, as discussed in Section 3.C.4 below. The City has also set aside a contingency fund to respond to unanticipated issues during the project, should they arise.

4. Contingency Plan

The City will contribute \$100,000 this fiscal year to the General Plan Update. Of this amount, approximately 15 percent will be set aside as a contingency fund to address unexpected issues should they arise during the General Plan Update. This contingency fund will enable the project team to easily augment the work program, if needed, without having to return to the City Council to request additional funds. The contingency fund will enable a degree of flexibility in the work program to ensure project success.

In addition, the City's consultant DC&E guarantees that they will complete the contracted scope of work for the identified fee. This means that DC&E will not request any additional money to complete the project provided that the contracted scope of work is adhered to. Any cost overruns resulting from unanticipated issues or unexpected complications will be absorbed by DC&E. DC&E's policy on this matter ensures that the General Plan Update will be completed in a manner consistent with the requirements of the grant application.

5. Implementation

To ensure successful implementation of City actions identified in the General Plan, the Plan will contain a stand-alone Implementation Element that identifies actions that will be completed in the first five years after the Plan is adopted. For each action, the Implementation Element will identify the primary party responsible for implementation (e.g., Community Development Department), other parties involved, timeframe for implementation, estimated cost, and funding source. Mitigation measures from the Draft EIR will also be included in this Element. The Implementation Element will be a valuable tool to guide the City's decision-making and allocation of resources following the adoption of the General Plan. The Element will help to ensure that the City prioritizes programs that promote sustainable development and achieve the goals established in the General Plan.

All amendments to Corcoran's Zoning Code to bring the Code into conformance with the updated General Plan will be completed as part of the General Plan Update. This approach will enable the updated General Plan to be easily implemented immediately upon adoption. Anticipated amendments include revisions to the City's existing zoning map, zoning districts, land use regulations, and development standards that apply to areas where infill development is desired. A major goal of the Zoning Code amendments will be to identify and remove unwanted regulatory barriers to infill development and sustainable patterns of development. The Zoning Code amendments will also establish appropriate incentives to encourage high quality infill development that supports project objectives. For example, the Zoning Code update may allow additional floor area ratio (FAR) for mixed-use projects in and near Downtown, as an incentive for infill development that supports a pedestrian-oriented environment with housing located within walking distance to jobs, retail, and services. These types of incentives, and other provisions in the Zoning Code, will be key to the successful implementation of Corcoran's General Plan, the Valley Blueprint plan, SB 375, and other regional and statewide planning goals.